

Good practices for effective South-South and Triangular Cooperation

Outline 0.6 - 10 September 2011

This outline of the good practice paper (GPP) draws on the findings and lessons of the rich and diverse analytical work of the Task Team on South-South cooperation (TT-SSC), which includes 32 in-depth case studies on South-South and Triangular Cooperation, particularly focused in the area of knowledge sharing, conducted in collaboration with Southern academia. In addition, the GPP also has taken into consideration more than 150 case stories collected by the TT-SSC since early 2010. Further input has emerged from the academia workshops in Johannesburg (5-7 June) and Bangkok (15-16 June 2011), and ongoing consultations with case study authors at the regional level. Finally, the GPP has also benefitted from the outcomes of the Bali workshop on triangular cooperation (28 February – 2 March 2011) and the good practices identified by the Steering Group of the G20 Development Working Group pillar on knowledge sharing.

1. Good practices on South-South and Triangular Cooperation

The cases gathered by the TT-SSC reflect a broad range of experiences in a highly diverse policy, institutional and operational contexts. A key observation from this unique analytical effort is that the effectiveness of South-South and Triangular Cooperation, as tools for horizontal partnerships, stems from its adaptability and flexibility to particular contexts. For their part, adaptable and flexible forms of cooperation often take place in presence of partnerships based on trust, that ensure equality, pursue mutual benefit and envision a long-term perspective.

The following practices summarize the lessons learned in specific experiences of how to improve the effectiveness of South-South and Triangular Cooperation based on the above-mentioned features.

Building Horizontal Partnerships for Development Cooperation

How to set up horizontal partnerships: To be effective, SSC and TrC should be embedded in a framework of joint leadership, where all parties contribute and share responsibilities when it comes to planning, implementing and evaluating. In order to generate shared ownership, alignment to national policies and strategies, as well as political support, must work in a multi-way and collaborative fashion. [lessons from PALAMA, ACMECS, APRM, Belo Horizonte,

IPRCC, PANCAP-Brazil]

How to create and sustain trust: Effective SSC is often based on trust and confidence, which can be built through a two-fold strategy: Policy-makers, at the high level, and practitioners, at the implementation level, should work hand-in-hand and create formal and informal links to identifying together key challenges, practices and solutions to be shared and adapted with a view to policy and institutional changes. [lessons from ACMECS, Argentina-Haiti, IBSA, Indonesia-Uganda, Plan Trifinio]

How to define and ensure mutual benefit and mutual responsibilities: While more clear-cut agreements around contributions and responsibilities need to be generated when establishing SSC and TrC initiatives, division of labor can change to take full advantage of the complementary strength of each partner. Therefore, accountability mechanisms should be flexible and open to continued learning and adaptation, taking into account each partners' role. [lessons from APRM, Argentina-Haiti, Chile-Paraguay-Spain, Indonesia-Namibia, Mexico-Chile Fund]

How to engage in long-term relations: SSC and TrC should be designed with a view to long-term relationships between partners. Regional integration can often be a stimulating context for such long-term associations. Long-term relations can also be sustained if knowledge sharing among partners covers a broad range of sectors and involves a diverse set of actors such as local governments, civil society, private sector and academia. (lessons from China IPRCC, CAADP, CARICOM AIDS, Colombia Cooperation Maps, Egypt-Uganda, Indonesia-Uganda, Nigeria Aid Corps, Trifinio]

Ensuring an effective role of practitioners and promoting practice-policy alliances

How to connect practitioners with each other: Practitioners (at public and private institutions) play a key role in identifying experiences that offer solutions adaptable to concrete needs. Specialized brokering mechanisms can improve the information on supply and demand while ensuring quality at the supply side. [APRM, Mercy Corps, Colombia Caribbean Strategy, IBSA, Indonesia Artificial Insemination, Mexico-Chile Fund, SEGIB]

How to create spaces for exchange among practitioners: Exchanges among practitioners can make use of a wide range of modalities. However, evidence shows that easy-to-use and publicly available web-based networks are crucial. IT tools should be strengthened with on-site, practice-related events such as field visits, immersions, among others. [ACMECS, Colombia Cooperation Maps, PALAMA, Indonesia Agricultural Extension, PAHO-TCC]

How to link-up practitioners with policy-makers and academia: Policy-makers, practitioners and academia should engage in partnerships around specific development challenges, clarifying the division of labor (clearly defining each other's role) and aiming to strengthen national capacities from all perspectives. [ACMECS, Mexico-Chile, IBSA, PAHO-TCC, SEGIB]

How to translate individual capacities into formal policy and institutional change, and institutionalize the role of champions: Institutions need to include more strategically the role

of practitioners leading transformation processes, through adapted human resource development plans, that offer attractive career paths to retain talent and promote the role of practitioners, while proactively systematizing experiences to ensure the preservation of 'institutional memory'. [ACMECS, Colombia Caribbean, Indonesia Agricultural Extension, Indonesia-Uganda, PALAMA]

Developing capacities in South-South partners

How to identify the bottlenecks of SSC: Based on existing evidence, policy-makers, practitioners and academia should engage in a country-level, evidence-based debate on existing challenges and shortcomings, especially in areas such as information systems, public outreach, documentation of experiences, transparency and accountability. Feedback from partners in other countries is critical to enrich these discussions. [Colombia Maps, Mexico-Chile, Colombia Caribbean, Indonesia Agricultural Extension, Indonesia-Uganda]

How to promote capacity development among knowledge exchange partners: South-South partners need to upgrade their capacities for knowledge sharing on development. National capacity development plans should identify areas of work to address policy, institutional and operational challenges. Such plans should also take stock of the sources of support available, particularly from multilateral institutions. Support received for capacity development initiatives must be demand-driven, evidence-based, and adaptable to the context of each player involved. [ACMECS, IPRCC, Indonesia Agriculture Extension, SEGIB, PAHO-TCC]

How to measure progress: Policy, institutional and operational capacity development of South-South partners must include a clear (regionally and nationally adaptable) follow-up framework, which should provide tools to easily monitor and evaluate systematically, without overburdening the capacity of the partners involved. [Colombia Caribbean, Colombia Cooperation Maps, Mexico-Chile Fund, Niger Health Insurance]

How to coordinate CD through regional platforms and exercises: Countries developing capacities as SSC partners should engage in regional communication, exchange and peer review exercises, especially with a view to lessons learned, support sources, and peer review of progress. Existing regional platforms should be used where feasible. [APRM, Colombia Caribbean Strategy, Indonesia-Artificial Insemination, JARCOM, PAHO Leche Humana, PANCAP Brasil, SEGIB]

Complementing strengths and establishing win-win-win models through triangular cooperation (from Bali workshop)

How to ensure that triangular cooperation is demand-driven: Triangular partnerships should be guided by national plans and strategies of the receiving partner, and can be more effective when initiated by the receiving partner. Including "exit strategies" in the design and implementation of triangular cooperation might be a good way of ensuring that country leadership remains strong. (All Asia case studies).

How to set up triangular cooperation around mutual responsibilities: Triangular cooperation initiatives should be based on a clear division of roles and responsibilities, subject to change over time in order to take full advantage of the best contributions of each partner in each moment. However, clear protocols on this matter should be established from the beginning and followed upon by all partners (ACMECS, Argentina-Guatemala-España, Argentina-Haiti-UNICEF, Chile-Paraguay-Spain, Indonesia Agriculture Extension, Indonesia Artificial Insemination).

How to deepen the analysis of transaction costs and complementary strengths: Specific analytical work is required to compare efficiency and complementary strengths of triangular cooperation vis-à-vis North-South cooperation, and to identify areas of mainstreaming effective triangular cooperation with a view to reducing transaction costs and clear division of labor. One basic assumption is that after high initial transaction cost -in terms of time and trust building-, triangular cooperation might yield important returns in the medium run.

Scaling up knowledge sharing (from G20)

How to balance political and technical leadership in managing KS mechanisms: Policy-makers need to fully endorse medium-term funding mechanisms, a clear policy framework and sustained political engagement. Practitioners should take the lead in the implementation and permanently interact with policy makers. [ACMECS, APMR, IPRCC, PANCAP-Brazil, SEGIB]

How to broker demand and supply under countries' leadership: Access to relevant development experiences should be enabled by countries (for example, through their existing bilateral relations). International and multilateral organizations should act as connectors to link countries to relevant sources of knowledge, especially in case of actors with weaker institutional capacities. [ACMECS, Argentina-Guatemala-Spain, IPRCC, PAHO Leche Humana, PANCAP-Brazil]

How to support country-led implementation with result-oriented implementation: An adaptable framework to measure progress should be developed making smart use of existing (formal and informal) modalities, in order to enable standardized, yet sufficiently flexible monitoring and evaluation mechanisms for all programs, projects and activities. Results of knowledge exchange should be assessed in the area of capacity development outcomes and development goals. [ACMECS, Colombia Caribbean Strategy, IPRCC, PAHO-TCC, SEGIB]

How to support the generation of national capacities in KS partners: Policy and institutional arrangements for knowledge sharing need to be developed at the country level, and supported by international partners. [PAHO Leche Humana, Argentina-Haiti-UNICEF, Chile-Paraguay-Spain]

How to fund flexibly and in a targeted way: International partners should mainstream knowledge sharing in their operational and financial programs. Resources from civil society and private sector can be a strong trigger for generating flexible and diverse funding models.

Cost should be shared, also as a tool for shared responsibility and ownership. [ACMECS, APRM, Indonesia-Artificial Insemination, Indonesia-Uganda, PAHO-TCC, SEGIB]

How to ensure quality: In order to ensure country-led learning, rigorous result assessment and review of good practices, evidence on knowledge sharing should be further documented, systematized and monitored, making use of in-country analytical capacities and partnerships with specialized academia, their regional networks and inter-regional dialogues. [ACMECS, IPRCC, Mexico-Chile Fund, PAHO-TCC, SEGIB]

2. Next steps

The good practice paper (GPP) constitutes a key contribution of the TT-SSC to the Busan High-Level Forum on Aid Effectiveness and the overall policy debate on South-South cooperation. The GPP is directly informed by the evidence reflected in 32 case studies and more than 150 case stories collected by the TT-SSC since November 2009, and as such it is part of the ongoing learning process among policy-makers, practitioners and academia.

Together with the policy recommendations, the GPP forms part of the TT-SSC Busan package which follows the same structure of thematic buckets. While policy recommendations are designed to inform policy-makers, the GPP is foremost directed towards practitioners.

The TT-SSC will now engage in a process of enriching and finalizing the GPP with full participation of policy-makers, practitioners and academia engaged in the TT-SSC analytical work. The specific next steps include the following:

September 2011

- The advanced draft will be reviewed by the TT-SSC Steering Committee, also in the light of the Busan preparations and 'building block' on South-South and Triangular Cooperation.
- Regional summaries on case studies will be included as a key reference for the GPP.
- The advanced draft will be shared with G20 members in the DWG meeting, 18-20 September.
- The pre-final GPP will be discussed, adapted (if necessary) and enriched during the Bogota workshop 26-28 September 2011.

October 2011

- The TT-SSC Technical Secretariat will prepare the final version and establishes a plan for dissemination pre-Busan and use during the HLF.
- The GPP will be formally circulated during the WP-EFF plenary on 5-7 October 2011
- The final version will be shared with G20 members prior to the Cannes meeting in

November.

November/December 2011

- The GPP is presented during the G-20 Cannes summit as a contribution to Pillar 9 on Knowledge Sharing.
- The GPP is presented at the Busan HLF-4.

